

## **INTRODUCTION**

"More for Less" was designed expressly for California counties planning to construct, renovate or remodel juvenile and adult detention facilities. These facilities are radically different than most construction projects you'll encounter because it combines housing, food services, school, program, recreation and medical services, with elements of a courthouse or an administration building in a complex interrelated operation subject to special security provisions.

"More for Less" provides management tools for construction projects in a system called Value Management. The tools help you control the design, function and cost of projects, whether large or small, simple or complex.

"More for Less" was first prepared in 1987 at the height of California's jail bond construction program. The handbook was prepared by Kitchell CEM, under the direction of Board of Corrections (BOC) staff and an Advisory Committee. In 1994, the California Legislature passed legislation giving regulation setting responsibility for local juvenile detention facilities (halls and ranches) to the BOC. Following an extensive process involving the stakeholders in local juvenile detention facilities, Titles 15 and 24 California Code of Regulations (CCR) were developed to establish minimum standards for operation and construction of these facilities.

"More for Less" was revised in June 1998 to update information and to supply materials that are applicable to both adult and juvenile construction projects. The terms "correctional facility" or "detention facility" as used in this Handbook apply to both juvenile and adult facilities (halls, ranches, jails). "Inmate" as used in this Handbook applies to both adult offenders in jails and minors held in juvenile facilities.

Doubtless you've heard of public construction projects that cannot be built or go over budget, of counties ending up

with buildings that are not functional and not what they wanted. Both the public and the press pay a lot of attention to public construction projects that go awry.

**SURPRISE**

County's Construction Budget:       \$9.2   million

Contractors' Bids:

Contractor A	\$11.80 million
Contractor B	\$12.87 million
Contractor C	\$13.18 million
Contractor D	\$13.27 million
Contractor E	\$13.28 million

Postscript: Due to a significant arithmetic error in his bid, the low bidder withdrew.

Closest bid - 29 percent/\$3.67 million over budget.

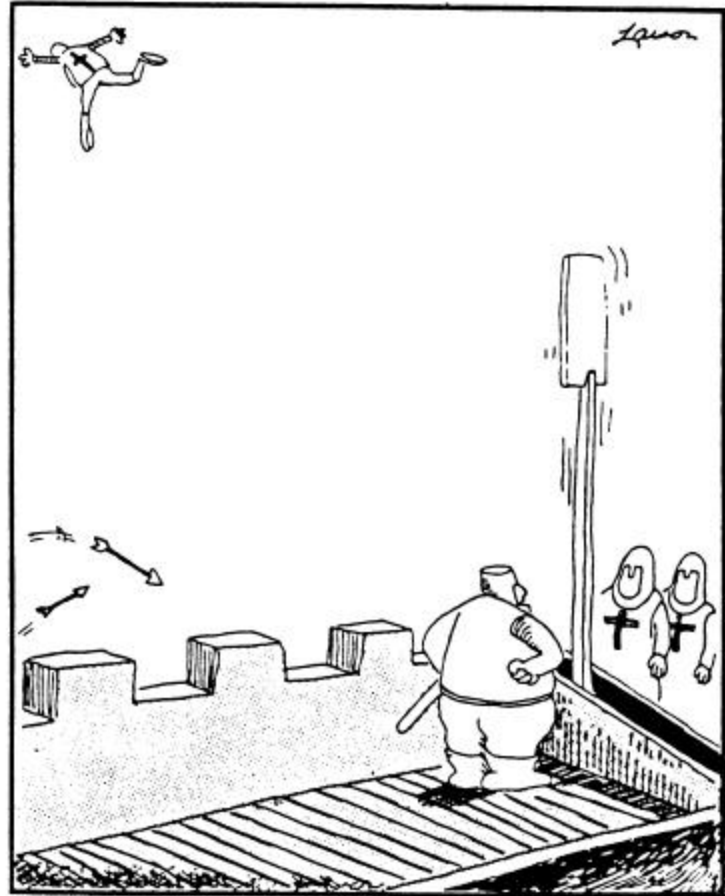
Slightly change the numbers, fill in the names and this could be a true story for any number of counties. They wind up with expensive, polished plans but can't build the detention facility as designed. In this scenario, the county may have hired an experienced architect and even cut some costs as design progressed. The problem was lack of a check and balance system from the very start of the project. Without such a system, a bad estimate can't be detected.

Cost control in the planning and early design phases of a project is extremely important. The bottom line: Before you can build it, you have to know what it costs and when you're going to get it. Value management helps you identify both at the beginning of a project before it's too late.

**Get Involved**

The need to be involved in your project cannot be overemphasized. This Handbook supplies the methods, but your county needs to assign someone to apply them, someone responsible for controlling costs. Value management isn't automatic, something you plug into a computer to get an answer with the push of a button. It requires human creativity, reasoning and problem-solving in many areas of expense.

Value engineering identifies alternatives and their respective "values" in terms of cost/benefit. If you're involved, informed decision-making becomes almost automatic.



"I told you guys to slow down and take it easy or something like this would happen."

From Gary Larson's FAR SIDE, reprinted by permission of Chronicle Features.